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GEORGE T. FRENCH, JR., PH.D., J.D. |  
PRESIDENT

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May 3, 2023

To all staff and faculty employees:

As a member of the Clark Atlanta University community, I want to ensure you're aware of our New Strategic Direction announced at the Strategic Planning Retreat on April 18-19. Destination 2028 is a framework for strategic, operational, and business planning that will guide the success of the University's current and future strategic priorities. It includes seven key points.

1. Continue to foster the development of a people-centered organization
2. Enhance the safety and security on and around campus for students, faculty, and staff
3. Maintain the University's strong financial position.
4. Raise the University's public profile and reputation
5. Modernize all academic and research programs to Embrace innovation and entrepreneurship
6. Align new online programs with national and global trends
7. Physically design a welcoming and connected campus environment

To develop this 2023-2028 plan, a group of leaders has been appointed to the Strategic Planning Steering Committee. This group, along with the Guiding Statements Task Force, will provide oversight to four subcommittees:

1. Academic Planning
2. Student Experience
3. Institutional Effectiveness
4. Institutional Advancement

The Steering Committee and the Task Forces will work over the summer to develop their strategic plans for presentation to the Board of Trustees in October. Dr. Lauren Lopez, VP OPAR is leading this process.

Concurrently, the Board of Trustees has identified goals for the institution for 2023 in the areas of enrollment management, institutional capacity, operational strength and financial viability, and institutional leadership.

To ensure discipline and focus in developing and executing on the new strategic direction and these goals, I'm instituting a new decision-making cabinet structure. Effective May 1st, I will lead the Executive Cabinet focused on university strategy which will include the COO, CFO, CPO, Provost, General Counsel, VP OPAR and SACSCOC Liaison, VP Institutional Advancement, and VP Enrollment Management and Retention. We will meet weekly for two hours.

The new Administrative Cabinet will meet for 3 hours monthly, focusing on university operations and administration. Led by the Provost and COO, its membership will include VPs, Deans, the CIO, Chief of Police and Athletics Director, along with the Executive Cabinet members. Both cabinets will invite subject matter experts to join as needed for specific topics.

This organizational structure mirrors one that was in place under President Cole's leadership. And while we made an adjustment during the first years of my presidency due to the unique demands of the pandemic, reinstating this structure will best support the future needs of CAU.

Most importantly, we can only reach those goals when we work together. Thus, we were pleased to welcome two of our newest team members to the retreat. Provost Charlene Gilbert, Ph.D. joined the Executive Cabinet meeting on Monday where we began teambuilding by using the Birkman assessment as a basis to discuss our individual and group strengths, learned our leadership styles, and set priorities for the strategic plan. She was joined by VP of Student Affairs Dr. Xavier Whitaker on Tuesday when we kicked off the strategic planning process and discussed our roles in leading it.

Another key input to our strategic planning was a presentation by our consultant, Dr. Priscilla Archangel, sharing feedback from the Employee Engagement Listening Sessions conducted last November. This provided a window to understand the needs of our campus community and the learnings will be incorporated into the strategic planning priorities as we focus on creating a people centered organization.

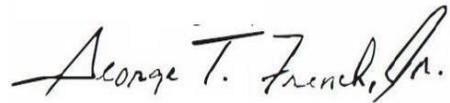
You will be hearing more about our objectives and goals in the coming months as each of you play an important role in making Clark Atlanta "one exceptional university". Our purpose is to have a cultural and transformative impact on future

generations through thought-provoking research, innovative academic programs, and optimized services and support.

In closing, President Barack Obama's words are a source of inspiration.

*"Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek."*

Sincerely,

A handwritten signature in cursive script that reads "George T. French, Jr." The signature is written in black ink and is positioned above the typed name.

George T. French, Jr., Ph.D.,  
President Clark Atlanta University